

2022 Corporate presentation

FORVIA
faurecia



**A LEADING
AUTOMOTIVE
TECHNOLOGY
COMPANY**

An aerial photograph of a winding asphalt road through a dense green forest. The road curves from the bottom left towards the top right. Several cars are visible on the road: a dark blue car in the lower left, a white car in the middle left, and a dark car in the middle right. The word "FORVIA" is overlaid in large white letters on the right side of the image.

FORVIA

FORVIA: a new global leader in automotive technologies

A Group combining profitable growth and innovation,
well placed to meet the strategic evolutions transforming our industry

7th
global automotive
supplier

1 in 2 vehicles
worldwide equipped
with FORVIA products

6
Business Groups

80
automotive customers

77
R&D centers

R&D >7%
of total expenditure

14,000+
patents

1,000
programs in 2021

300
sites

42
countries

150
nationalities

35,000
engineers

150,000
employees

All figures at December 31, 2021

A comprehensive portfolio: six international business groups with differentiating product lines



Seating

- › Complete Seats
- › Mechanisms & Frames
- › Safety & Comfort Solutions

42,540 employees
77 sites
13 R&D centers



Interiors*

- › Instrument Panels
- › Door Panels
- › Center Consoles
- › Sustainable Materials
- › Interior Modules

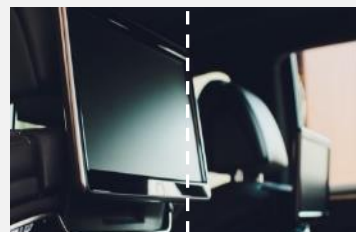
34,180 employees
87 sites
24 R&D centers



Clean Mobility

- › Ultra-low emissions solutions for passenger vehicles
- › Ultra-low emissions solutions for commercial vehicles
- › Zero-emissions solutions

20,175 employees
86 sites
18 R&D centers



Electronics

- › Sensors & Actuators
- › Automated Driving
- › Lighting/Body Electronics
- › Energy Management
- › Cockpit Electronics
- › HMI/Displays

5,870/11,120 employees
8/32 sites
13/16 R&D centers



Lighting

- › Headlamps
- › Rear Lamps
- › Interior Lighting
- › Car Body Lighting

18,320 employees
26 sites
11 R&D centers



Lifecycle Solutions

- › Independent Aftermarket**
- › Workshop Solutions
- › Special Original Equipment

4,160 employees
44 sites
5 R&D centers

* Including SAS Interior Modules

** Including Clarion Electronics Commercial Solutions



Activities **Faurecia**



Activities **HELLA**



Activities **Faurecia & HELLA**

3 strategic levers for growth



**Electrification
& Energy Management**



**Safe & Automated
Driving**



**Digital & Sustainable
Cockpit Experiences**



**Sustainability
Innovation
Operational excellence**

Our strengths

People



A leading “Environment, Social and Governance” (ESG) company



Environment

- › **An ambitious CO₂ neutrality roadmap:** become CO₂ neutral in operations (scope 1&2) by 2025 and CO₂ net zero from 2045
- › **Sustainable product solutions** with eco-design, sustainable materials, energy efficiency solutions and circular economy
- › **Zero emission solutions** with a strong expertise in BEV1 and FCEV2 (hydrogen mobility)



Social

- › **A responsible employer**, promoting gender diversity and inclusivity, working extra-hard to attract talents
- › **A learning organization** that encourages employee training and development
- › **Supporting local communities** with a foundation acting in education, mobility & environment



Governance

- › **Robust and sustainable governance**
- › **A strict respect for compliance** and strong value for ethics
- › **A safe work environment** to all our employees
- › **A responsible supply chain** with sustainable partners & suppliers

CO₂ neutrality at the heart of our strategy

FORVIA first automotive company with net-zero target approved by the Science Based Targets Initiative



Climate change, poor air quality

in cities, vulnerable ecosystems... these disturbances affect every single person and are posing an increasing threat to humanity.

As a company, we believe that

we can act today to reverse the trend.

Translating this conviction, FORVIA is putting into motion a comprehensive action plan for the planet.



3 key steps

- › **By 2025:** CO₂ neutrality for our internal emissions (scopes 1 and 2)
- › **By 2030:** -45% for scope 3 emissions
- › **From 2045:** CO₂ net zero for all our emissions (scopes 1-2-3)



3 key levers

- › Use **Less**
- › Use **Better**
- › Use **Longer**

Recycling & circular economy



CO₂ neutral in our operations

Rapid and tangible progress, through partnerships with major energy players



Partnership with ENGIE to improve our **energy efficiency**

Partnership with ENGIE & EDP*

> **1million m²**

of solar panels at 150+ sites across 22 countries, providing cumulative peak power of 100 MW by end of 2023

> **7%** of Faurecia's global electricity needs

Ambitious and quantifiable objectives

> at least **20%** improvement in **energy efficiency** in 2023 vs. 2019



* Energias de Portugal

CO₂ neutral in our products: creation of a sustainable materials division to accelerate and differentiate our offer

Our focus

› **Raw materials:**
recycled materials and bio-sourced

› **New materials:**



Compounds



Alternatives to animal leather



Sustainable carbon fiber,
for hydrogen tanks

› **>400**
engineers in 2030

› **Sustainable polymers**
will be key in reducing the
carbon footprint of vehicles

› **2030 ambition:**
Be one of the top 3 automotive
providers of sustainable materials

Construction of a **R&D center**
and **pilot production site** in France
dedicated to **sustainable materials** in 2023



30% of recycled plastics
in our vehicle interiors by 2025



A responsible employer that promotes the development of all talents

› A proactive approach and strong ambitions, in line with our values

Diversity & Inclusion

35%

Women managers and professionals in 2030

30%

Women in the Top 300 in 2030

Safety & Training*

<1.2

FR1t accidents in 2025**

25

Training hours per employee per year in 2025

Social responsibility

FORVIA Foundation: supporting local communities in three key areas (Education, Mobility, Environment)

Example : € 500,000 donation to NGOs / associations in support of Ukrainian refugees

**Faurecia targets*

***Number of accidents per million hours worked without day lost*



A transformative mindset

At FORVIA, we believe that embracing a bold ambition inspires us **to push the boundaries** and play our part in **driving positive change**.



A strong ESG commitment

By putting **sustainability** at the **heart of our strategy**, we, at FORVIA, care for our planet, conduct business in a responsible way and positively contribute to our society.



A broad portfolio

At FORVIA, we offer a unique and broad technology portfolio for **advanced** and **customized mobility experiences**.



A people-centric approach

United around a common passion, we leverage the full diversity and expertise of our **150,000 talents** to offer mobility solutions **designed for the people**.



Faurecia: A global automotive technology supplier

€15.6bn

Sales

111,000

Employees
of 103 nationalities
in 35 countries

39

R&D centers

257
Plants

15

North
America

120

Europe

39

South
America

79

Asia

4

Africa

All figures at December 31, 2021

Four Business Groups to drive profitable growth



Seating

- › Advanced seat structure systems
- › Complete seats
- › Cover and foam solutions

42,540 employees
77 sites
13 R&D centers



Interiors*

- › Instrument panels
- › Door panels
- › Center consoles
- › Sustainable materials
- › Interior modules

**Including SAS Interior Modules*

34,180 employees
87 sites
24 R&D centers



Clean Mobility

- › Ultra-low emissions solutions
- › Commercial vehicles and industry
- › Zero-emission hydrogen solutions

20,175 employees
86 sites
18 R&D centers



Clarion Electronics

- › HMI & Displays
- › Cockpit Electronics
- › Automated Driving
- › Commercial Solutions

5,870 employees
8 sites
13 R&D centers

All figures at December 31, 2021

A responsible, people-centric employer

Increasing our peoples' employability, providing a fulfilling working environment and opportunities to contribute to society through solidarity actions

Learning

- › **22.6 training** hours per employee in 2021
- › **5 Faurecia University** campuses worldwide
- › **E-learning platform** offering 485 MOOCs in 23 languages accessible by all employees, from the shop floor to tech centers

Diversity & Inclusion

- › **30% women managers** and professionals and 25% in the TOP300 by 2025
- › **Recruitment, training & HR processes** promoting gender balance, coaching and mentoring
- › **10% of the long-term variable compensation** of the 300 senior executives linked to achieving gender diversity targets

Local solidarity actions

- › **The FORVIA Foundation** supports projects led by employees in their local communities promoting education, mobility and the environment
- › **35 employee solidarity projects**, 100 employees involved, more than 4,000 beneficiaries

Operational Excellence, a foundation for the future



Safety



Resilience and standardization



Total Customer Satisfaction



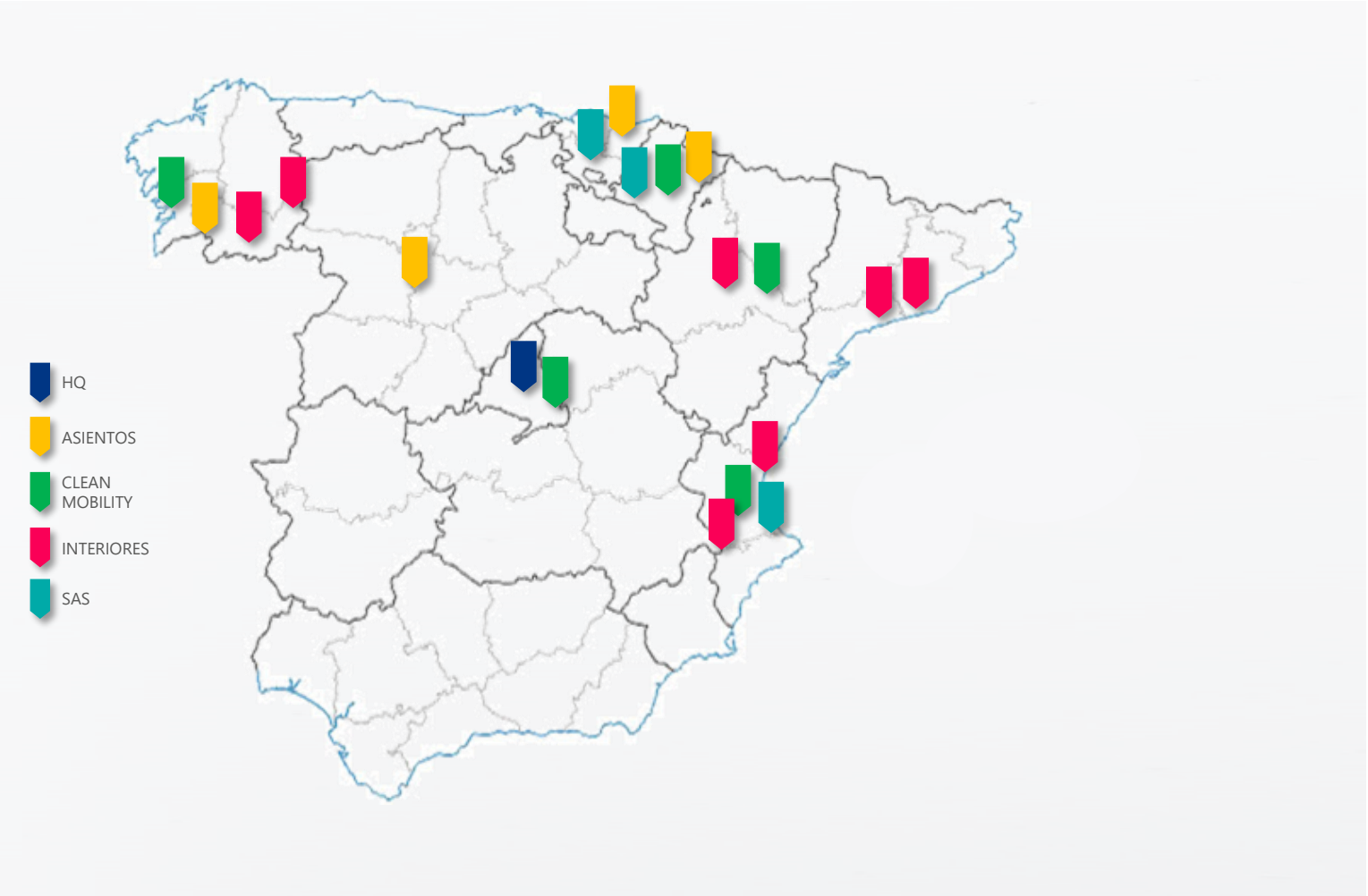
Digital transformation / 4.0 Plant



Programs: continuous improvement



FORVIA Faurecia Spain Footprint



FORVIA
▪ **faurecia**